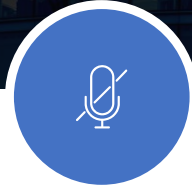SAMPLE - 1

A Few Reminders

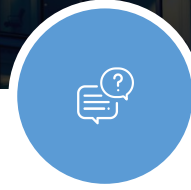Participate during the session actively

Remain on mute during the session unless speaking

Use the 'Raise Hand' option to speak

Note your questions on a sheet of paper

Use Private Chat to inform me if you must leave

Ground Rules (1 minute)

Do:
- **Revisit** the ground rules.

Statutory Warning

This session has been rated as:

| Interactive	Reflection, Collaboration, Teamwork, Takeaways, Polls, Annotations, and Fun
I	

<To add some fun element and build interest>
Interactivity Level (1 minute)

Do:
Talk about the interactivity level and the types of interactivities that participants can expect.

Say: Here's a statutory warning. This session has been rated as Interactive. So, let me list the types of interactivities that you can expect during this session. As already mentioned, there will be self-reflection activities. There will also be group discussions that require collaboration and teamwork, and polls and whiteboard annotations for you to share your opinion. In all, there's a lot of fun in the store!
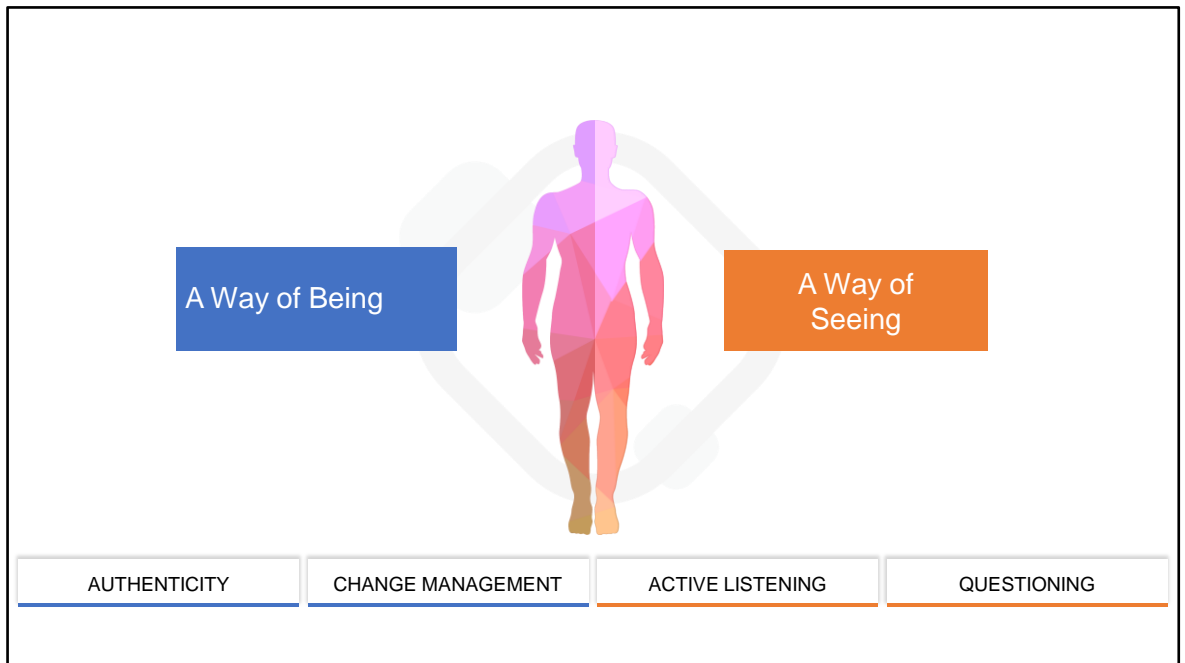
Workplace Application of AI (3 minutes)
<Build-up Slide>

Do:
- **Explain** the concept of appreciative inquiry as a way of being and a way of seeing.
- **Expand** on 'A way of being' is all about knowing your values, leveraging past experiences, and <click 1> being authentic and <click 2> maintaining a positive stance, especially navigating through change.
- 'A way of seeing' is more about <click 2> how you communicate and collaborate internally and externally (by <click 3> being an active listener and <click 4> asking positive, powerful questions).
- **Mention** that these are some global skills that are applicable in the day-to-day functioning of a consultant.

Say: The basic tenet of AI is that an organization will grow in whichever direction that people in the organization focus their attention. If all the attention is focused on problems, then identifying problems and dealing with them is what the organization will do best. If all the attention is focused on strengths,

however, then identifying strengths and building on those strengths is what the organization will do best. This is reflected in our way of being as well as our way of seeing.
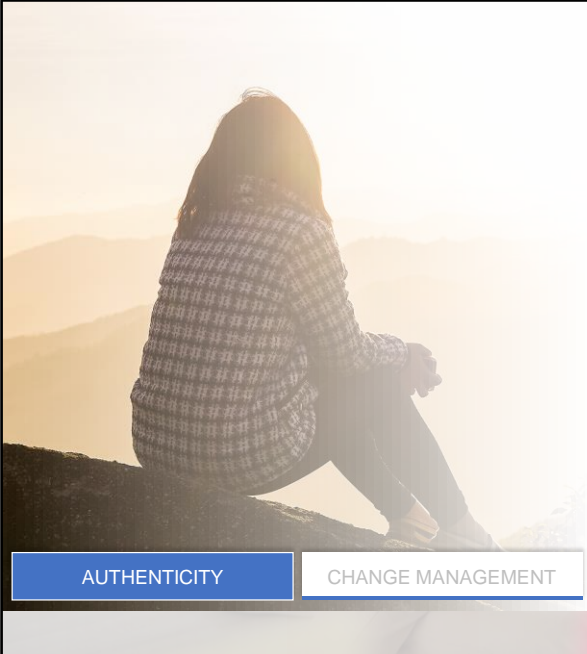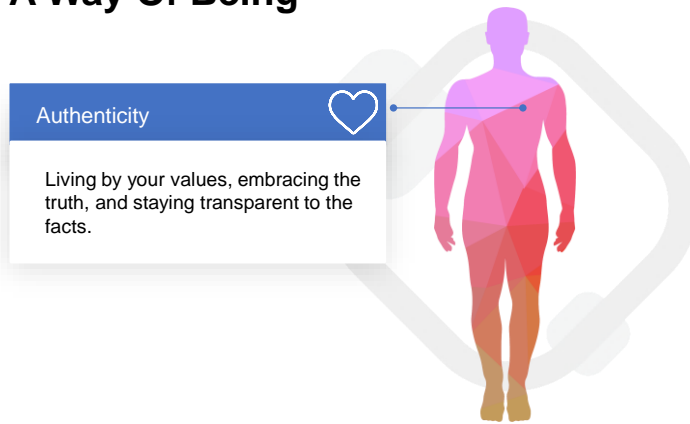
A Way of Being: Authenticity (2 minutes)

Do:
- **Talk** about the being shown on the screen (say this is you and me) and how the Appreciative Inquiry philosophy helps develop authenticity in human beings.
- **Explain** authenticity from the slide contents.

Say: Let's begin the journey to be "a way of being." A considerable part of it is about being authentic to yourself, your team, your organization, and your customers.

Transition: Let's see how being authentic helps you grow professionally and enrich your relationship with your customers.

Being Authentic (3 minutes)

Do:
* **Read** the quote.
* **Review** the points on the slide to explain what does authenticity mean.

Transition: Let's see how authenticity helps you grow professionally and enrich your relationship with your customers.

Replay the Past: Breakout Room Activity (23 minutes)
Activity Explanation, Q&A (2 minutes)
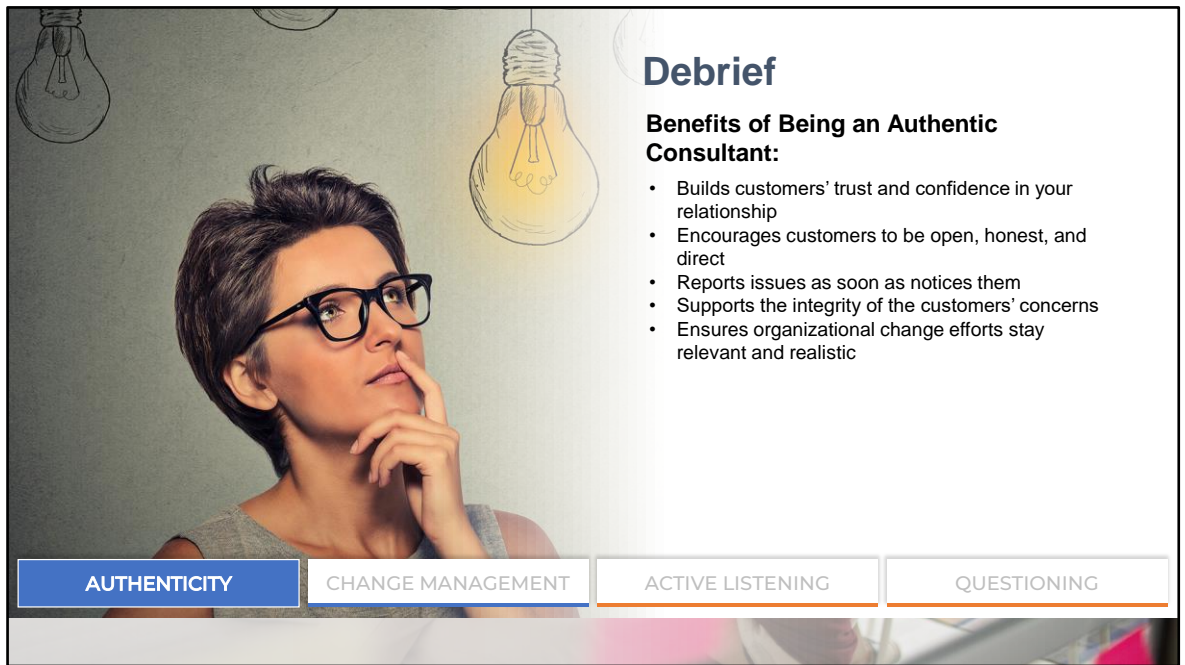Breakout room (3 minutes X 6 participants = 18 minutes)
Debrief (3 minutes)

- **Do**:
    - **Point out** the BR icon at the top-right corner on the screen and tell participants that this indicates a breakout room activity on the slide.
    - **Mention** that in this activity, participants will be taking time to reflect on their previous experiences.
    - **Explain** that this could be talking about an appreciation mail, or troubleshooting a problem at the customer end, or a customer call where you have acted as a trusted advisor and have turned the tables.
- **Say**: Professional-services organizations in which talent is a significant source of differentiation and competitive advantage, can create significant customer value through the practice of authenticity. Here's a quick tip! Think of the customer you'd like to talk about.
- **Ask** if there are any queries. Resolve.
- **Say**: This is your first group activity of the session. Take time to connect with your partners. Start with a brief introduction and then talk about your personal accomplishment. You will get 2 minutes each to speak. Remember, utilize the allotted time judiciously.
- **Remind** participants that if they wish, they can capture the screen using the Print Screen option or using their phones as once they enter the breakout room, they'll not be able to see the screen.
- **<Producer Notes:**
    - **Assign** participants to their teams (four groups of 6 each) and set the timer to 18 minutes. Open the breakout rooms. Broadcast the screen contents/steps to all breakout rooms. This may need Host permissions. Help the facilitator briefly visit each breakout room to observe how participants are doing and make their observations.>

After the breakout rooms are closed and participants are back to the main session:

Transition: Let's me share what I feel are the benefits of being an authentic consultant.

Debrief

Benefits of Being an Authentic Consultant:

- Builds customers' trust and confidence in your relationship
- Encourages customers to be open, honest, and direct
- Reports issues as soon as notices them
- Supports the integrity of the customers' concerns
- Ensures organizational change efforts stay relevant and realistic

AUTHENTICITY	CHANGE MANAGEMENT	ACTIVE LISTENING	QUESTIONING

Replay the Past: Debrief (3 minutes)

Do:

- **Explain** the benefits listed on the screen. Quote real examples, wherever possible.

Transition: We had a good discussion about how to be authentic in the workplace. Let's take the last benefit (listed on the screen) ahead and talk about driving change.

SAMPLE - 2

Breakout Activity: Your Fact-based Influence Strategy

Step 1
Refer to your pre-work and populate the table on page 38 of your PW.

Step 2
Take turns and share your work with your partner.

Step 3
Finalize your answers based on your partner's feedback, if required.

Breakout Activity
Duration: 15 minutes (5 minute individual preparation + 5 minute strategy sharing by each partner)

Facilitator notes:

- **Allow** 5 minutes for Step 1.
- **Divide** the group appropriately.
- **Provide** instructions:
  - Refer to your pre-work and populate the table on page 38 of the PW (the table can be shown to the participants by moving to the next slide.)
  - Take turns and share your work with your partner.
  - Take and record feedback, as required.

Producer notes:

- **Divide** the group into triads.
- **Open** the breakout rooms.
- **Help** the facilitator briefly **visit** each breakout room to observe how participants are doing and make their observations.
- **After** the breakout rooms are closed and participants are back to the main session, the instructor debriefs the activity.

Influence Strategy: The Skills Review

Skills	
Gain Buy-in	
Build Credibility	
Collaborate	
Anticipate and Manage Challenges	
Promote Feedback Loops and Give Recognition	

Broadcast Slide for the activity

Debrief
Duration: 5 minutes

Facilitator notes:

- **Ask** the participants to answer/discuss using the chat option or use the "Raise Hand" option and unmute their microphones to speak.
- **Pick** a few volunteers to share their strategy.
- **Prod** them to think:
    - What were some of the skills you identified that you want to focus on practicing?
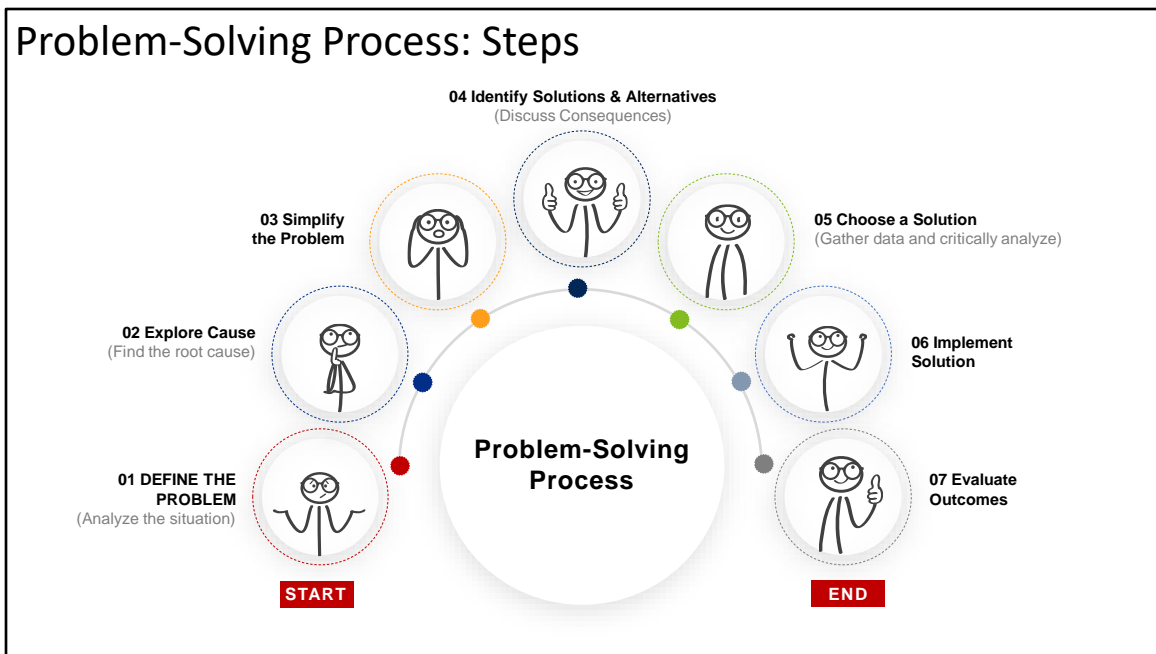   - How would using these benefit you in your influence discussions?

SAMPLE - 3

Problem-Solving Process: Steps

Slide Duration: 5 minutes
Cumulative Duration: 39 minutes
<Buildup Slide>

Say:
The first and one of the most important steps is to…
1. <click 1> Define the Problem— because if you don't clearly define the problem, it is difficult to actually address the concern. This step starts with asking a question or asserting a strong assumption.
2. <click 2> Explore Causes, Build a logic/issue tree—this step looks at the potential causes of the problem so that you can understand where the breakdowns are. The parts should be Mutually Exclusive, Collectively Exhaustive. If you are wondering what that means, No worries, we will explain that later.
3. <click 3> Simplify the Problem —Simplifying the problem focuses your energy on what's important and reduces the number of potential solutions.
4. <click 4> Identify Solutions & Alternatives-The goal of this step is to create an overall plan of action to support the development of your problem-solving strategy. Going through this exercise as a team will help you identify the scope of the task at hand by gathering data and critically analyzing.
5. <click 5> Choose a Solution—many people jump too quickly to this step; it's best to do your homework in the earlier steps before jumping to a solution to avoid wasted effort. At this step you're ready to explore possible solutions now because you have clearly defined the problem and what's causing it so that your solutions are more likely to make a difference and get at the root of the problem.
6. <click 6> Implement a Solution - Synthesize Solution and ask so what—if you've done all the other

steps well, this should be fairly smooth! This step will lead you to useful and practical recommendations

7. <click 7> Evaluate Outcomes—it's important to close the loop with these steps to be sure that the solution is working and to harvest anything you can learn from it.

Transition: Now, that we have reviewed all seven steps on a higher-level, let's take a look at the tools you can use as you work through this process. Then we will take a deep dive into the seven steps after we review the tools.
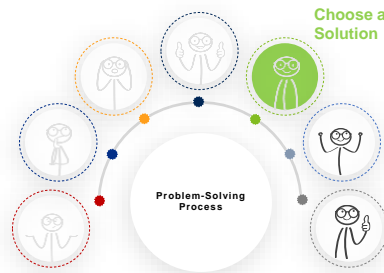
5. Choose a Solution

HOW
- Review your options to see if any of them combine to create a different option.
- Conduct a pros/cons analysis of the options.
- Select the optimal option.

TIPS
- Check to see that the solution supports our Principles and Competencies.
- Consider possible unintended consequences, including who else will be affected.
- Avoid jumping to select the obvious or easiest solution.
- Keep your focus on a solution that will solve the root cause and will be long-term.

Choose a Solution

Problem-Solving Process

Slide Duration: 3 minutes
Cumulative Duration: 104 minutes or 1 hour and 44 minutes
<Buildup Slide>

Say: Now we have to choose a solution or solutions. So how do we do that?

Do:
- **Read** the information under How and Tips.
- **Provide** explanation, as required.

5. Choose a Solution - Activity

Complete a pros and cons analysis on option(s) you selected.

Choose a Solution

Slide Duration: 3 minutes
Cumulative Duration: 107 minutes or 1 hour and 47 minutes

Say: Think and determine how you can zero down on a solution based on the information we just covered for "How" and the "Tips".
(Give 2 minutes for thinking)

Debrief: Okay what did you come up with? Go ahead and annotate.
- Share the whiteboard.
- Allow participants to annotate.
- Read the comments and debrief accordingly.

Transition: Now that we've picked a solution, we can move onto Step 6. **(Click to advance)**